

**REPORT OF THE  
HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**August 18, 2008**

**ATTENDANCE**

**Present:** Chairman Andrea L. Zopp; Chairman of the Board Warren L. Batts and Directors David Carvalho, Quin R. Golden, Sister Sheila Lyne, RSM, and Jorge Ramirez (6)

**Absent:** None (0)

**Also Present:** Directors Jerry Butler, Benn Greenspan, PhD, MPH, FACHE and Heather O'Donnell, J.D.; Patrick T. Driscoll, Jr. – Deputy State's Attorney, Chief, Civil Actions Bureau, Office of the State's Attorney; Elizabeth Reidy - Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Laura Lechowicz-Felicione – Special Counsel to President Todd H. Stroger; Cecil Marchand – Associate Administrator, Stroger Hospital of Cook County; Jonathan Rothstein – Acting Bureau Chief, Bureau of Human Resources of Cook County; Matthew B. DeLeon – Office of the Secretary to the Board; David Small – Chief Operating Officer, Cook County Bureau of Health Services; Aaron Hamb, Chief Medical Officer, Provident Hospital; Dr. Avery Hart – Interim Chief Medical Officer, Cermak Health Facility.

**Ladies and Gentlemen:**

Your Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Monday, August 18, 2008 at the hour of 7:30 A...M. at 1900 West Polk Street, Second Floor Conference Room, in Chicago, Illinois.

Your Human Resources Committee has considered the following items and upon adoption of this report, the recommendations follow.

**Roll Call**

Matthew B. DeLeon, of the Office of the Secretary to the Board, called the roll of members, and it was determined that a quorum was present.

---

Chairman Zopp stated that she had sent out a meeting schedule for the Human Resource Committee that aligned with the meeting schedule of the Board of Directors; the way it is scheduled the Committee would be meeting the week before the Board meetings.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM**

August 18, 2008

PAGE 2

Proposed 2008 meeting dates for the Human Resources Committee  
(Attachment – “Backup for Item #1”)

Director Carvalho, seconded by Director Lyne moved to Approve the Proposed Meeting Dates for the Human Resource Committee of the Cook County Health and Hospitals Systems Board as amended.

On the motion, a voice vote was taken and **THE MOTION CARRIED UNANIMOUSLY.**

---

Old Business

Proposed Physician Salary Reclassifications  
(Attachment – “Backup for Item #2”)

Chairman Zopp stated that one individual's name that was included on the previous list of Physician Salary Reclassifications at the last Human Resource Committee meeting had been dropped off the list and was not voted on.

David Small, Chief Operating Officer, Cook County Bureau of Health Services, stated that two physicians were left off the previous list. The first was in Internal Medicine and the second was Dr. Fegan, a physician at Ambulatory and Community Health Network. Also there are two vacant positions that need to be changed as well; they will be posted for hiring.

Director Carvalho stated when the reclasses were discussed at the last meeting it was indicated to the Committee that in doing the adjustments it was to make the salaries comparable to the 50th percentile from a comparable survey. At that time Mr. Carvalho had asked whether an adjustment had been made in making those comparisons, taking into account that the County pays for malpractice and also that the County offers an unusually attractive defined benefit pension plan. Mr. Small indicated that the adjustment was made. Director Carvalho would like to hear the methodology for making those comparisons, as well as for taking into account the malpractice and the pension.

Jonathan Rothstein, Acting Bureau Chief, Bureau of Human Resources of Cook County, raised an issue in regards to the salary reclassifications in general. Mr. Rothstein stated that the County is in the process of going through the reclasses that were approved at the last Board meeting, and are encountering some problems with reconciling approved salaries into existing slot. Further Mr. Rothstein stated that his staff has completed a spreadsheet reflecting all problems.

Director Carvalho asked if the increase pushes the reclasses out of range.

Mr. Rothstein stated that without a salary-matching slot that individual would have to be moved into a K12 slot.

Chairman Zopp stated that the Committee stated that the reclasses without any issues should be processed. Chairman Zopp requested an update of only those reclasses with conflict by the next Committee meeting, and asked Mr. Rothstein to work together with Mr. Small to find a resolution to fix the problem. She stated that a better job needs to be done with the reclass process. In conclusion, Chairman Zopp stated that several of the Directors asked to have more information in the backup (such as the individual's current grade and step, and the grade and step that the individual is proposed to go into).

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM**

August 18, 2008

PAGE 3

**Director Carvalho, seconded by Director Golden moved to Approve the four additional Physician Salary Reclassifications.**

**On the motion, a voice vote was taken and THE MOTION CARRIED UNANIMOUSLY.**

---

Review and discussion of proposed Human Resources organization  
for the Cook County Health and Hospitals System  
(Attachment – “Backup for Item #3”)

Chairman Zopp inquired whether Mr. Small had any back up for the Committee.

Mr. Small presented an organizational chart representing the proposed Human Resource structure for the Cook County Health and Hospitals System. Mr. Small stated that it is important to educate employees; orientation and training are particularly important for staff. Further, performance based and clear compensation, job descriptions and recruiting should be emphasized. Most of this has been handled by the resources at the individual hospitals, at the System level and certainly by the County Human Resource Department. As the System Board moves toward trying to develop more internal infrastructure, these are the kind of processes that need to be addressed. Mr. Small stated that not all of it needs to be within the System; it still needs to be in cooperation with County Human Resources.

Director Lyne asked what would be the cost difference between what is proposed and what is current.

Mr. Small stated that he will have Cecil Marchand, Associate Administrator, Stroger Hospital of Cook County, respond to this question. He further inquired if the System Board were to handle all of the Human Resource functions that involve hiring and recruiting individuals, how many more staff would be needed.

Mr. Marchand stated that currently there are nine personnel for the entire System but it could use 10 to 15 more individuals to efficiently cover this function. Due to the layoff; the current staff is multitasking and is being cross trained to keep up.

Chairman Zopp asked Mr. Marchand to walk the Committee through the process of hiring an individual.

Mr. Marchand stated that the Cook County Health and Hospitals System sends the request-to-hire to the County, the County sends qualified candidates, and the Cook County Health and Hospitals System handles interviews. He stated that Shakman is also involved in the interview process.

Director Carvalho stated that it would be helpful to identify a number needed at Cook County Health and Hospitals System and a number at County.

Mr. Rothstein stated that there are five individuals at the County that are dedicated to the Cook County Health and Hospitals System hiring function. There are individuals who handle grievances, staff training, wages and salaries analysis. Further, Mr. Rothstein stated that there is no active recruiting function but it is one of the things that he is adding to the budget for FY2009.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM**

August 18, 2008

PAGE 4

Director Zopp stated that there still must be cooperation with the County, as they are involved in Shakman, grievances and collective bargaining. Also we must identify who is doing what in order to bring in a Human Resources Director. Finally, she asked how Human Resource staff at the hospitals roll into these areas.

Mr. Small stated that initially, for a period of a year or two, they should try to pull together at a system level, centralize it, have it working efficiently with a few individuals at the individual facilities who would be reporting into the central line. This should take place until such time that the Human Resources function is efficient and effective and can be perhaps more generally diffused out to facilities. Currently individuals report to a central System level. Mr. Small stated that there is maximum flexibility for any new Human Resource chief.

Chairman Zopp stated that she is concerned about hiring a Human Resource Director without knowing who the permanent Chief Executive Officer (CEO) will be. Further she stated that the CEO process is six months down the road.

Director Lyne stated that talent and goodwill may make it possible for the CEO to get along with an existing Human Resource Director...

Director Carvalho stated his concern regarding timeline and impact of not being able to address issues.

Director Golden asked what are the metrics currently being used in the Human Resource area. Has an asset inventory been done? What is the relationship with surrounding colleges?

Chairman Zopp stated that the Committee should work on the job description for the position of Human Resource Director. Further, she stated that she would like Mr. Small, Mr. Rothstein and Mr. Marchand to put a document together that outlines the current state of Human Resources, County vs. Cook County Health and Hospitals System, what kind of work is anticipated and a consensus of where we are at and where we want to go. After this document is prepared, the Human Resources Director job description can be worked on. She stated that at the next Human Resource meeting she would like to see what the current state is and what they would anticipate moving in terms of work load.

---

Review and discussion of proposed recruiting and hiring process  
and policies for the Cook County Health and Hospitals System.

Chairman Zopp stated that when she reviewed the hiring process it appeared to be not as complicated as other hiring policies that she has seen. Overall it makes sense – particularly when you layer on the required review for Shakman. Not something that the Committee needs to overhaul, but we can look at a couple of streamlining issues: 1) Who is doing the review; there are 8 different levels of review 2) Approve and minimize complications for job applicants 3) What is the time required to get through the process? She has heard that request-to-hires have been filed and not processed. She does not know if that is true or not; we need to track in order to determine whether it is true.

Director Lyne asked on average how long does the hiring process take.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM**

August 18, 2008

PAGE 5

Mr. Rothstein responded 45-to-90 days. There are a variety of reasons why positions may not be filled which the Committee may not be aware of. It is a simple process for someone at a department level to fill out a request to hire, but they might be filling out a request to hire for a position that does not have budgeted funds to fill.

Chairman Zopp stated that the individual filling out the request-to-hire should know that. Further, Chairman Zopp stated that we need to find a way to start tracking the timing of the hiring process and also need to find a way to communicate to the managers what the status of their applications are on a relatively timely basis.

Mr. Rothstein stated that he will take a look at what information he could provide the Committee with on a current basis and will report back at the next Human Resource meeting.

Director Golden inquired as to where the County is with the online application system.

Mr. Rothstein stated that they are trying to implement it countywide and now are working with Oracle; they have received a quote with the current payroll and accounting systems and are moving forward.

Chairman Zopp asked what the timeframe is.

Mr. Rothstein stated that he does not have a fixed timeframe. Mr. Rothstein stated that the goal is to eliminate review of paper applications.

Director Carvalho asked if the attempt to balance between expenditures and revenues at a central location can impact timeframe and is this factor included in this process.

Mr. Rothstein stated that there are multiple levels of review in the System and at the County. Items can be held at any Cook County Health and Hospitals System level or County level. Further, Mr. Rothstein stated that this year each of the bureaus and departments were required to create a hiring plan, because when the budget was passed there was both a turnover adjustment and a percentage hold back that was ordered by the Board of Commissioners. At this time we are working off of a hiring plan submitted by the then Bureau of Health Services.

Chairman Zopp requested a copy of the hiring plan.

Mr. Small stated he will supply the Committee with a copy of the hiring plan. Also Mr. Small stated that initially he was asked to put the hiring plan together because the Bureau of Health was absorbing budget reduction through turnover adjustment. Initially when the budget was passed no hiring was to take place until May 1 and then the date was pushed back to July 1. Each department has a hiring plan that outlines every single open position and when they expect to start recruiting for those positions.

Chairman Zopp stated that she would like to see the current request-to-hires that have been submitted and when they were filed.

Mr. Marchand stated that he will supply the Committee with that information.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM  
August 18, 2008  
PAGE 6**

Chairman Zopp asked Mr. Small if there are rules where level of review can be removed on the County side. Also she would like Mr. Small to discuss this issue with Mr. Rothstein and come back to the Committee with a recommendation.

Chairman Zopp stated that the System Board needs to adopt their own rules and own policies. She will have this issue back on the agenda at the next Committee meeting so that the Directors will have a chance to review the policies. She will look towards having a set of policies that the System Board can approve at the Committee meeting of September 12.

---

Discuss Human Resources focus areas for CCHHSB Strategic Plan

Chairman Zopp stated that Director Greenspan is moving forward with the strategic plan and that he is looking for the Human Resource Committee to contribute some areas of focus.

Director Golden stated that she had met with Director Greenspan and planned to have a meeting again – this time with staff at County on Wednesday at 11:00 a.m.... On Wednesday August 13, Director Greenspan held a meeting with staff regarding data collection. Further, Director Golden stated that some areas of Human Resources should be included in part of the process and will hope to have some information to bring back to the System Board by Friday.

Chairman Zopp stated that overall Human Resources needs to have efficiency. She also stated that recruitment and retention of all of our talent is key for the System Board. We also need to be thinking about staffing because of some of the areas in the hospitals are understaffed.

Chairman Zopp stated that now that the Human Resource Committee has a set meeting schedule which will allow the information to be distributed at a week before the meeting.

Director Golden stated that she would add that the Committee should think about affiliations and partnerships with the City Colleges, universities and the academic medical centers; there is a lot of opportunity to leverage in terms of their intellectual capital as well as their ability to facilitate training.

Director Carvalho stated that all of the Shakman exempt positions have now been taken internally, so at issue now is the strategy of both going forward and how to deal with the transition from County to Cook County Health and Hospitals System control.

Chairman Zopp stated that she had received from Laura Lechowicz-Felicione, Special Counsel to President Todd H. Stroger, both her presentation and a summary of the communication on Shakman.

Ms. Lechowicz-Felicione stated that she had sent to all the member of the System Board the County's Training Presentation on Shakman. She also sent a separate communication to the members of the Human Resource Committee regarding the opinion from the State's Attorney's Office to the Department Heads regarding what constitutes a Shakman exempt position.

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM  
August 18, 2008  
PAGE 7**

Chairman Zopp stated that she will distribute the reports from Judge Nowicki's website to the Committee.

---

Review, discuss and approval of physician labor contracts  
(Attachment – "Backup for Item #6")

- a) An agreement for the period of January 29, 2008 - November 30, 2008 between Service Employees International Union, Local 20 and Cook County for certain physicians employed at Provident Hospital of Cook County.
- b) An agreement for the period of August 28, 2008 - November 30, 2008 between Service Employees International Union, Local 20 and Cook County for certain physicians employed at Cermak Health Services.
- c) An agreement for the period of August 28, 2008 - November 30, 2008 between Service Employees International Union, Local 20 and Cook County for certain physicians employed at the Ambulatory and Community Health Network.

Chairman Zopp stated that there were labor contracts negotiated between the County and physicians at Provident Hospital of Cook County, Cermak Health Services and the Ambulatory and Community Health Network; the County Board and the System Board has to approve those contracts.

Chairman Zopp asked Mr. Rothstein if he were prepared to talk about what is in the contracts.

Mr. Rothstein stated that he prepared two documents: one is a fiscal impact summary payroll impact of the three contracts, and the other document contains a set of bullet points highlighting the various terms of agreements.

Mr. Rothstein stated the document with the fiscal impact of the agreements is approximately \$1.6 million dollars which is the payroll impact. What the County agreed to do is place 120 to 125 positions on the salary schedule for the unionized positions which were negotiated at Oak Forest Hospital. Once placed on that schedule they would receive retroactive payments of those increases to the date of certification, which in the case of Ambulatory and Community Health Network and Cermak Health Services was August 28, 2007, and in the case of Provident Hospital was January 29, 2008.

Mr. Rothstein walked the Committee through the document with the bullet points.

**Director Lyne, seconded by Director Golden moved to Defer the Labor Contracts to the next Human Resource Committee of August 28, 2008 at 7:30 a.m.**

**On the motion, a voice vote was taken and THE MOTION CARRIED UNANIMOUSLY.**

**Chairman Zopp, seconded by Director Carvalho, moved to recess the regular session and convene into closed session to discuss personnel matters, pursuant to the Illinois Open Meetings Act, 5 ILCS 120/2(c)(1), et seq., which permits closed meetings for consideration of "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body or against legal counsel for the public body to determine its validity". THE MOTION CARRIED UNANIMOUSLY.**

**REPORT OF THE HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM  
August 18, 2008  
PAGE 8**

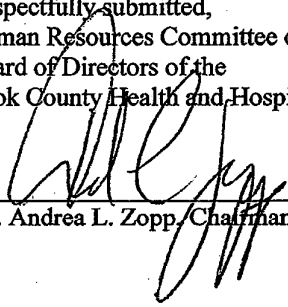
Chairman Zopp stated that the Human Resource Committee was now back in open session, and asked for a motion to adjourn.

Chairman Zopp, seconded by Director Golden, moved to adjourn the closed session and convene into regular session, **THE MOTION CARRIED UNANIMOUSLY.**

Adjournment

Director Lyne, seconded by Director Golden, moved to adjourn. **THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.**

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

  
\_\_\_\_\_  
Ms. Andrea L. Zopp, Chairman

Attest:

  
\_\_\_\_\_  
Matthew B. DeLeon, Secretary



## **ATTACHMENT #1**

**Proposed 2008 Meeting Dates**

**Human Resources Committee of the Cook County Health and Hospital Systems Board**

**Board of Directors of the Health and Hospital Systems**

**HUMAN RESOURCES COMMITTEE**

**BOARD OF DIRECTORS OF THE CCHHS**

Monday, August 18, 2008 – 7:30 a.m. - 10:00 a.m.	Friday, August 22, 2008 – 7:30 a.m.
Thursday, August 28, 2008 – 7:30 a.m. - 10:00 a.m.	Friday, September 5, 2008 – 7:30 a.m.
*Friday, September 12, 2008 – 7:30 a.m. - 10:00 a.m.	Friday, September 19, 2008 – 7:30 a.m.
Friday, September 26, 2008 – 7:30 a.m. - 10:00 a.m.	Friday, October 3, 2008 – 7:30 a.m.
<del>Friday</del> Thursday, October 9 <del>10</del> , 2008 – 7:30 a.m. - 10:00 a.m.	Thursday, October 16, 2008 – 7:30 a.m.
Thursday, October 23, 2008 – 7:30 a.m. - 10:00 a.m.	Thursday, October 30, 2008 – 7:30 a.m.
Thursday, November 6, 2008 – 7:30 a.m. - 10:00 a.m.	Thursday, November 13, 2008 – 7:30 a.m.
Monday, November 24, 2008 – 7:30 a.m. - 10:00 a.m.	Friday, December 5, 2008 – 7:30 a.m.
Friday, December 12, 2008 – 7:30 a.m. - 10:00 a.m.	Thursday, December 18, 2008 – 7:30 a.m.

\* original date sent to the Committee was Thursday, September 11, 2008 – 7:30 a.m. - 10:00 a.m.

**ATTACHMENT #2**

**PHYSICIAN RECLASS REQUESTS FOR 8/18/08 HR COMMITTEE MEETING**

**STROGER HOSPITAL PHYSICIAN RECLASS REQUEST - 897**

<b>Name</b>	<b>Start Date</b>	<b>PID</b>	<b>Current Salary</b>	<b>Fiscal Impact</b>
Warren Piette, MD	10/18/04	0500387	\$277,295.00	\$22,705.00

**AMBULATORY & COMMUNITY HEALTH NETWORK - 893**

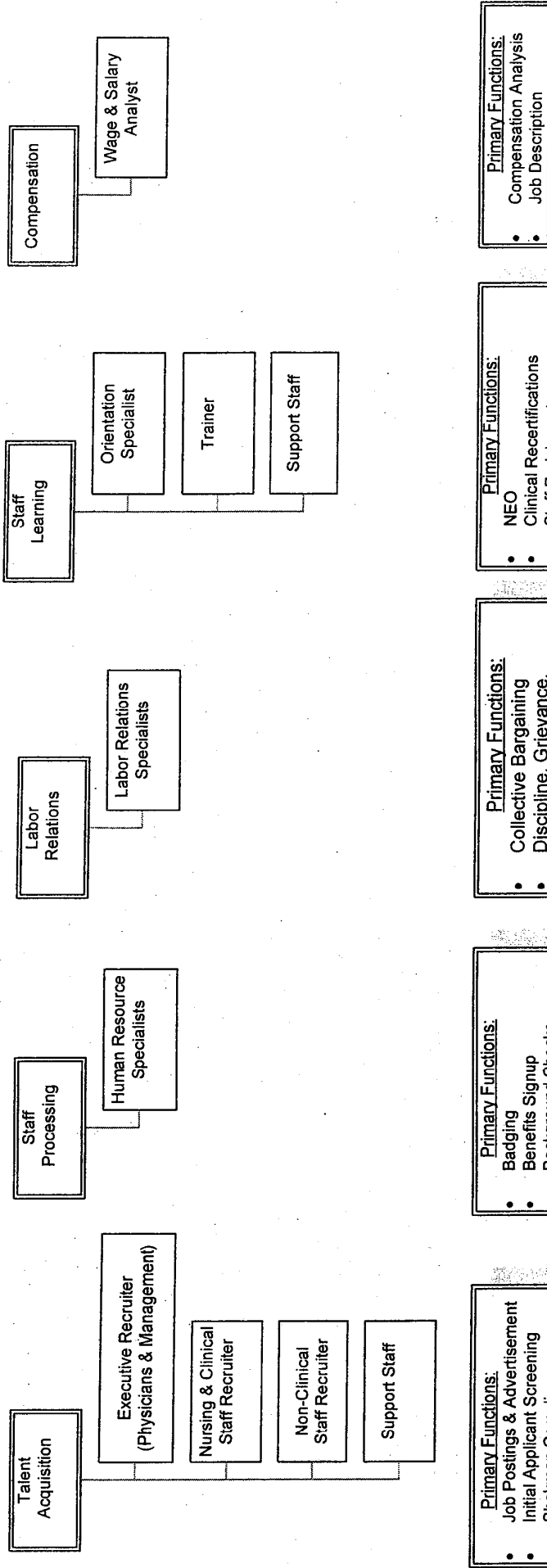
<b>Name</b>	<b>Start Date</b>	<b>PID</b>	<b>Current Salary</b>	<b>Fiscal Impact</b>
Claudia Fegan, MD	6/26/05	0700084	\$209,668.00	\$3,721.00
Vacant		0700042	\$140,168.00	(\$297.00)
Vacant		0700019	\$150,576.00	(\$10,705.00)

The physician re-class for Dr. Warren Piette (**Stroger Hospital**) who was on the deferred July 22<sup>nd</sup> County Board agenda, is being requested as he was not included on the August 4<sup>th</sup> listing merely due to a typo. (August 4<sup>th</sup>)

The physician re-class requests for the two vacant positions and Dr. Claudia Fegan (**ACHN**) are being requested as their names were inadvertently left off of the list that was presented at the August 4<sup>th</sup> HR Committee meeting.

**ATTACHMENT #3**

# System Director of Human Capital



Currently have 23 HR Staff for 7,500 FTE's

**ATTACHMENT #6**

**REVISED**

August 18, 2008

Health and Hospital Systems Board

Transmitting herewith is a Collective Bargaining Agreement and Wage Resolution covering SEIU Local 20 representing doctors at Ambulatory Health Care Network, Cermak, and Provident Hospital for your consideration and approval at the August 18, 2008 Board Meeting.

**The wages negotiated are as follows:**

FISCAL YEAR 2005	1.00% wage increase	\$ 219,073.00
FISCAL YEAR 2006	3.00% wage increase	\$ 334,108.00
FISCAL YEAR 2007	4.00% wage increase	\$ 460,165.00
FISCAL YEAR 2008	4.75% wage increase	\$ 569,750.00
<b>ESTIMATED COST</b>		<b>\$ 1,582,596.00</b>
<b>NO BONUS</b>		

	<b><u>PROVIDENT</u></b>	<b><u>ACHN &amp; CERMAK</u></b>
CURRENT SALARIES:	\$ 9,741,592.00	\$ 12,165,660.00
INCREASE IN PAYROLL (12.75%)	\$ <u>703,461.00</u>	\$ <u>879,135.00</u>
<b>TOTAL ESTIMATED NEW PAYROLL:</b>	<b>\$10,445,053.00</b>	<b>\$ 13,044,795.00</b>

Jonathan A. Rothstein  
Acting Bureau Chief

JAR: bt

<sup>1</sup> These figures reflect the cost of retroactive payments to the date of certification. The union was certified as the bargaining agent at ACHN and Cermak on August 28, 2007 and at Provident on January 29, 2008.



Summary of Service Employees International Union Local 20 Attending Physicians  
Contract for ACHN, Cermak Health Services and Provident Hospital  
**REVISED**

The County recently completed negotiations with Service Employees International Union, Local 20 of agreements covering physicians employed at three locations: Provident Hospital, the Ambulatory and Community Health Network (ACHN) and Cermak Health Services. The previously negotiated contract covering doctors at Oak Forest Hospital was used as the template. Significant provisions of these agreements include:

- A comprehensive management rights clause reserving to management full discretion in the operation of the facilities except as expressly limited by the agreement.
- A provision guaranteeing that credentialing decisions are not subject to the grievance and arbitration provisions of the contracts. The agreement does include a standard "just cause" provision for employee discipline, but loss of credentials leads to automatic termination of employment.
- Layoff language that allows management to consider a broad range of performance measures in determining order of layoff and recall. This is significantly better than the rules for physicians, which require layoff by seniority.
- Promotion is reserved to the discretion of management based on a broad range of performance factors.
- The work week is defined as a minimum of 50 hours per week with physicians agreeing that they will work all hours necessary to perform their duties. Special earnings for weekend and other work have been eliminated.
- The County resisted all attempts to set a minimum salary about the current grade of K4 (the union proposed a minimum grade of K6) and successfully resisted all demands to upgrade or reclassify physicians.
- A union proposal allowing physicians to have veto power over malpractice settlements was successfully resisted.
- The County resisted inclusion of a guaranteed annual amount of continuing medical education courses, while agreeing to paid time off to attend these sessions and to allowing physicians to access previously negotiated funds for continuing education for all Local 20 members.
- An agreement was reached to place these physicians on the physician salary schedule previously negotiated between the County and the Union for Oak Forest Hospital physicians. This schedule incorporates wage increases of 12.75% over a 4 year period commencing December 1, 2004 through November 30, 2008. Doctors at these three facilities will be entitled to retroactive increases to the date on which their bargaining unit was certified, which is August 28, 2007 in the case

Summary of Service Employees International Union Local 20 Attending Physicians  
Contract for ACHN, Cermak Health Services and Provident Hospital

**REVISED**

of ACHN and Cermak and January 29, 2008 in the case of Provident Hospital.  
The total estimated cost is set forth on the transmittal sheet but is approximately  
1.6 million dollars.

- Other benefits including health insurance, holidays, vacation, sick days and the like are status quo and consistent with the benefits generally provided to County employees. This includes changes in employee contributions to the cost of health insurance and plan design changes in co-payments and deductibles negotiated in 2004 with the other unions representing County employees.